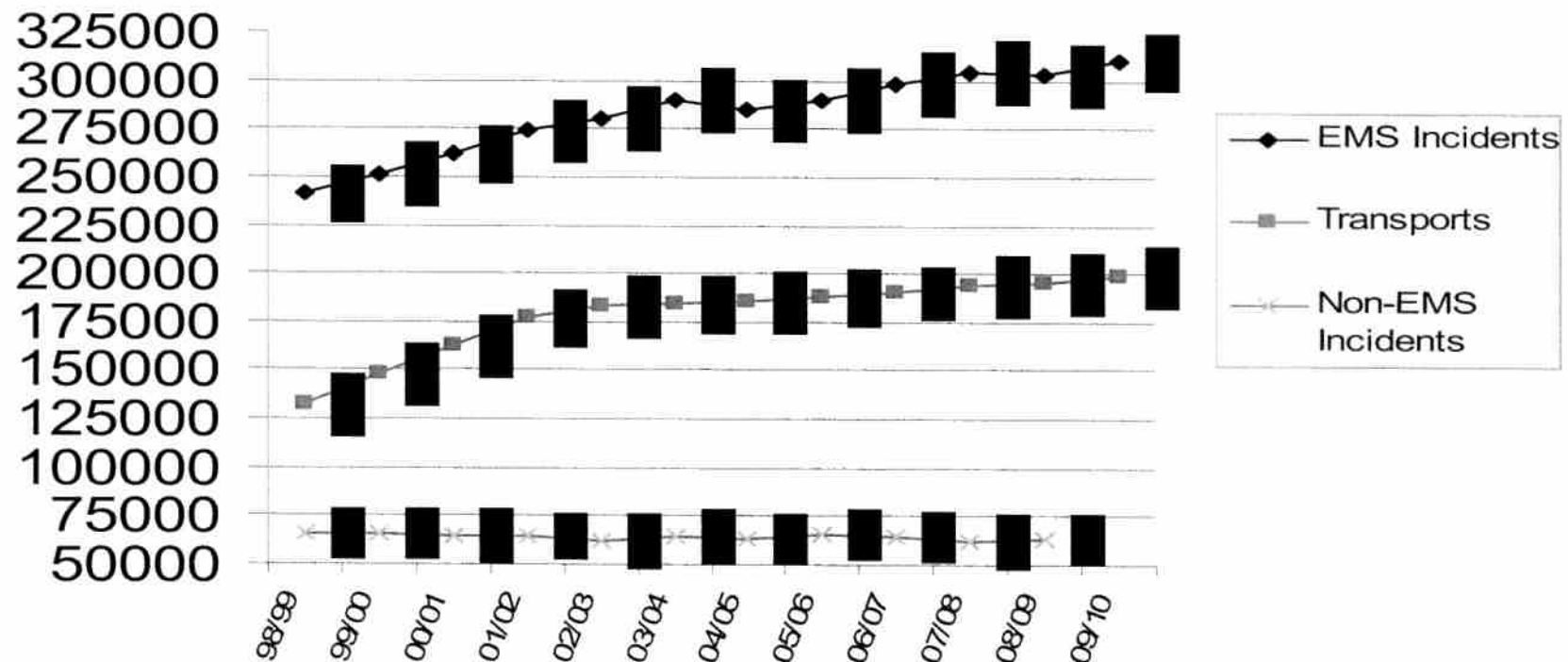




2011 LAFD Deployment Plan

Historical Analysis

Incidents and Transports





Objectives

- ❑ Reduce workload on resources in districts that exceed workload guidelines
 - ❑ Provide for surge capacity to meet exigent needs
 - ❑ Maintain staffing of critical civilian support functions
-



Objectives

- ❑ Minimize the impact on Public Safety, FF safety and service delivery
 - ❑ Maintain staffing levels consistent with NFPA 1710 recommendations
 - ❑ Maintain NFPA response time guidelines as a goal
 - ❑ Maintain an organizational structure that emphasizes accountability and meets public safety needs
-



Guidelines and Management Tools

- ❑ National Fire Protection Agency (NFPA standards)
- ❑ LAFD Maximum Resource Commitment Plan
- ❑ LAFD Automatic and Mutual Aid Agreements
- ❑ National Incident Management Systems (NIMS)
- ❑ Apparatus Deployment Analysis Module (ADAM)
- ❑ Computer Aided Dispatch Data (CAD)

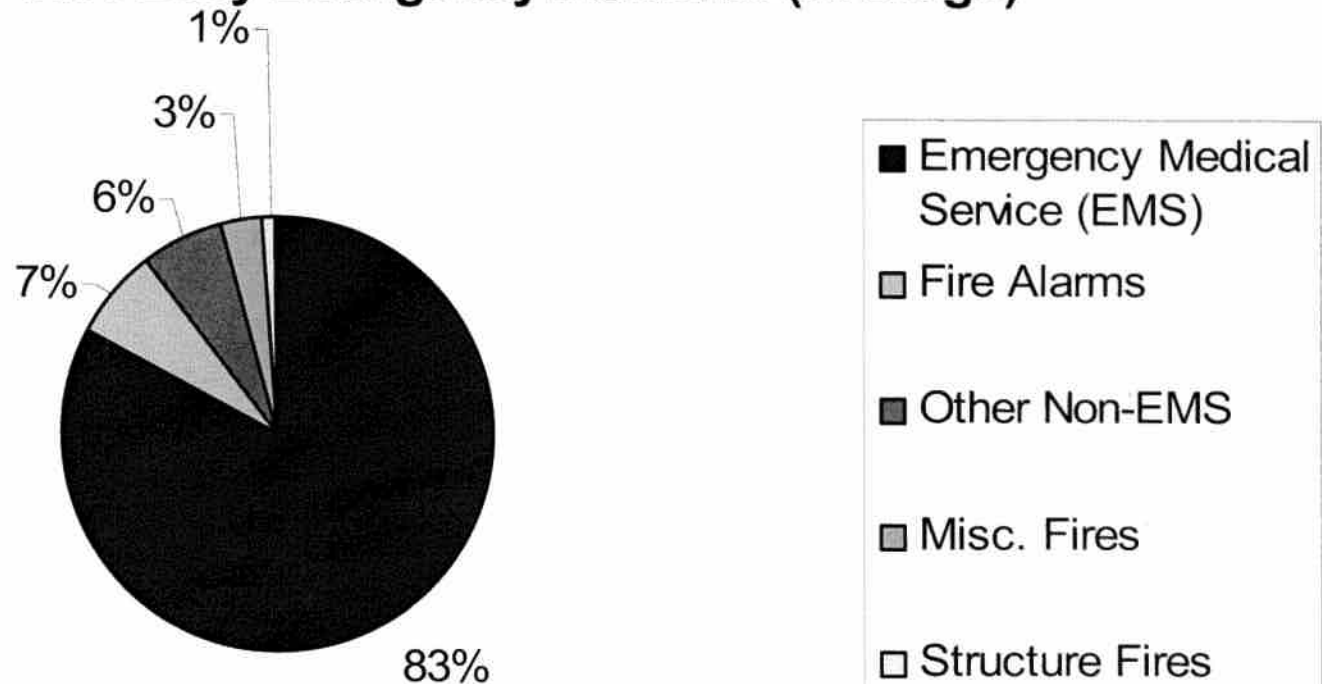


Expectations

- ❑ Minimal increase in response times with regard to all types of emergencies
 - ❑ Establish minimum staffing thresholds
 - ❑ Provides a process to augment staffing levels based on vulnerability and risk
-

LAFD Trends

1100 Daily Emergency Incidents (Average)





Response Data

	Goal	Performance
EMS – 1 st Resource	< 5 minutes	78%, Avg 4:55
EMS – 1 st Paramedic	< 8 minutes	91%, Avg 5:26
EMS – 1 st Ambulance	< 9 minutes	94%, Avg 5:44
SF* – 1 st Resource	< 5 minutes	91%, Avg 4:08
SF* – 1 st Light Force	< 9 minutes	95%, Avg 5:20

*SF = Structure Fire



MCP Response Data

MCP Group 2i	Goal	Performance
EMS – 1 st Resource	< 5 minutes	56%, Avg 4:55
EMS – 1 st Paramedic	< 8 minutes	93%, Avg 5:24
EMS – 1 st Ambulance	< 9 minutes	93%, Avg 5:37
SF* – 1 st Resource	< 5 minutes	79%, Avg 4:11
SF* – 1 st Light Force	< 9 minutes	89%, Avg 5:36



LAFD Deployment Plan

- Reduction and redeployment of resources relative to condensing our deployment by the following:
 - One Division Office
 - Two Battalion Offices
 - Seven Light Force companies
 - Eleven Engine Companies
 - Five BLS Rescue Ambulances (to be redeployed as 600 Series RA's)
 - 10 Staff Assistant Positions
-



Redeployment of Resources

- ❑ Two Light Force Companies will be re-assigned
 - ❑ Twenty additional Fire Companies will become ALS Assessment Companies
 - ❑ Seven EMS Captains to augment the Battalion Command Team
-



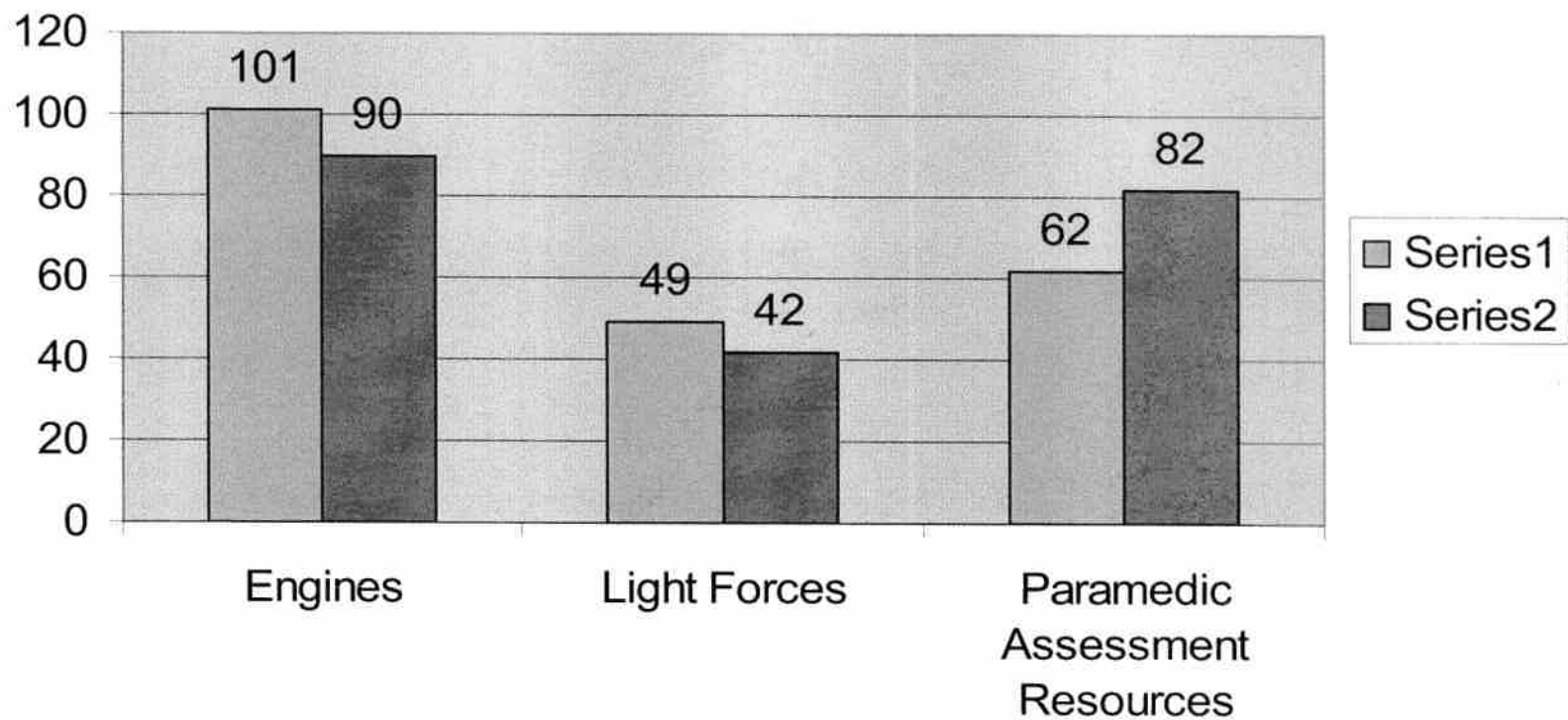
Projected Response Impact

	Goal	Full Deployment	Deployment Plan
EMS – 1 st Resource	< 5 minutes	78%, Avg 4:55	78%, Avg 4:54
EMS – 1 st Paramedic	< 8 minutes	91%, Avg 5:26	95%, Avg 5:33
SF* – 1 st Resource	< 5 minutes	91%, Avg 4:08	90%, Avg 4:13
SF* – 1 st Light Force	< 9 minutes	95%, Avg 5:20	95%, Avg 5:22

*SF = Structure Fire

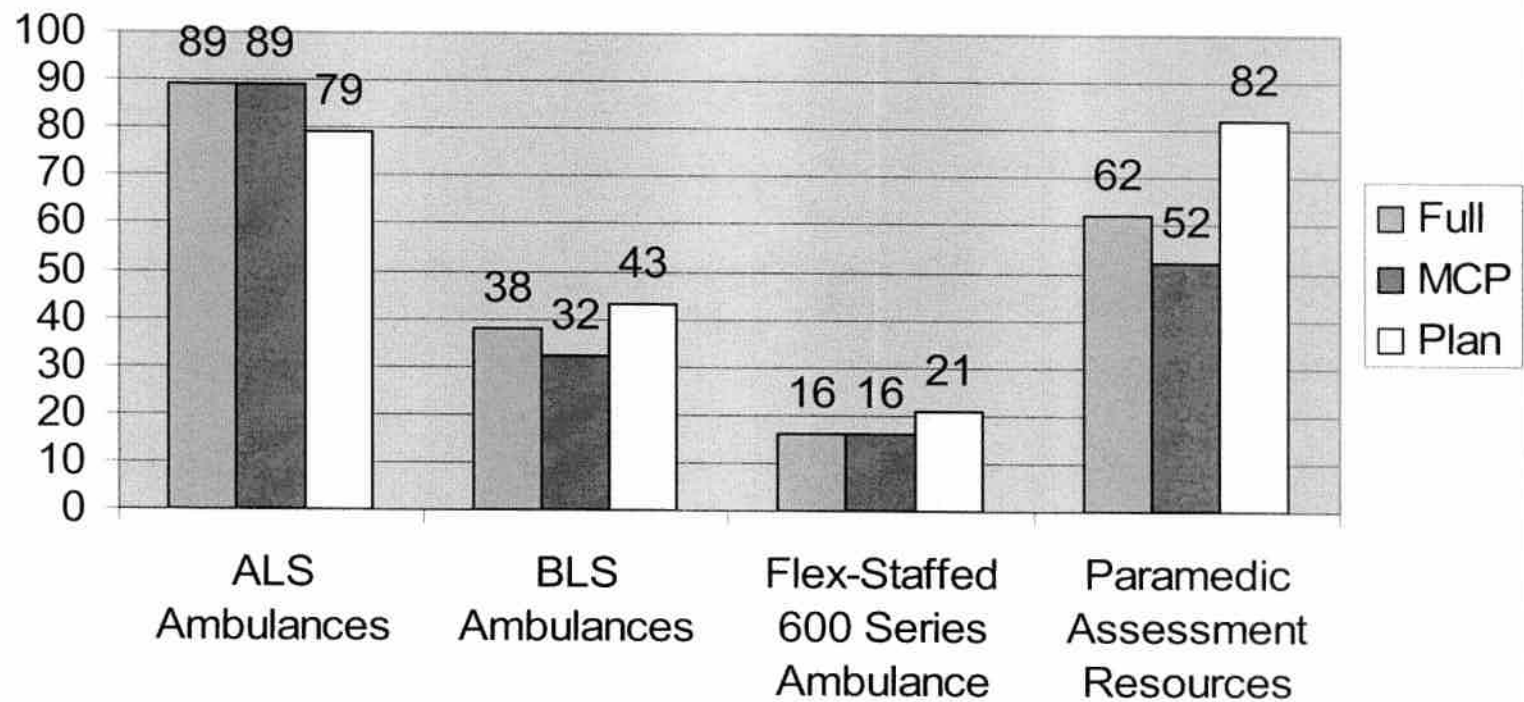
Full Deployment and New Deployment

Comparison of Full Deployment to the Deployment Plan



EMS Resources – Full, MCP and New Deployment Plan

Comparison of EMS Resources
Full Deployment, MCP and the Deployment Plan





Fiscal Impact

- ❑ Reduces 315 sworn authorities
 - ❑ 50.5 million in annual savings
 - ❑ Addition of \$400,000 for equipment modifications
 - ❑ 3.1 million for variable staff hours that will be used to staff resources as needed
-



Fiscal Impact

Projected FY 2011-12	w/o Deployment Plan	w/ Deployment Plan
Sworn Salary Acct 1012	\$ 362, 816,895	\$ 355,124,858
Constant Staffing Overtime Acct 1093	\$ 113, 328,332	\$ 66,967,832
Total:	\$ 476,145,227	\$ 422,092,690



LOS ANGELES FIRE DEPARTMENT

MILLAGE PEAKS
FIRE CHIEF

March 25, 2011

BOARD OF FIRE COMMISSIONERS
FILE NO. 11-048

TO: Board of Fire Commissioners

FROM: Millage Peaks, Fire Chief *msb*

SUBJECT: REVISED PROPOSED BUDGET FOR FISCAL YEAR 2011-12 – LAFD
DEPLOYMENT PLAN

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

Recommendations: That the Board:

1. Approve the Revised Proposed Budget for FY 2011-12, which now includes the LAFD Deployment Plan and authorize the Department's Financial Management Division to make technical adjustments, as necessary, to implement the Board's intention.
2. Transmit the LAFD Deployment Plan to the Mayor for consideration as part of the Mayor's FY 11-12 Proposed Budget.

Summary: Based on the Fire Commission's approval, on December 10, 2010 the Fire Department submitted the Department's Proposed Budget for FY 2011-12 to the Mayor and City Administrative Officer. At the time, the Proposed Budget included the continuation of the Modified Coverage Plan (MCP). The MCP was initiated in FY 2009-10 and continued in FY 2010-11 as a temporary solution to the City's budget crisis and drastic funding reduction to the Fire Department's budget. The MCP was projected to \$39 million in FY 2009-10 and \$41 million in FY 2010-11 in Constant Staffing Overtime costs. The City of Los Angeles continues to face a daunting budget crisis over the next few years and all City departments have been instructed to further reduce their budgets.

The Mayor and City Administrative Officer report that the City's overall financial picture for the upcoming fiscal year continues to present challenges with an estimated deficit of \$350 million. The projected deficit is due primarily to rising civilian and sworn pension costs, increases to employee health and dental benefits and previously agreed upon employee compensation adjustments.

Since December 2010, the Department has been conducting an extensive review and evaluation of possible deployments models based on the Apparatus Deployment Analysis Module software. The Deployment Plan before you is based on the results of this study and continues to focus on our core services, recognizing that Emergency Medical Services accounts for 80% of our workload.

Conclusion: The LAFD Deployment Plan is necessary to move the Fire Department into the future recognizing the ongoing difficult financial reality and operational changes that will enhance our service delivery to the public. The Deployment Plan is projected to save \$51 million for FY 2011-2012.

Board report prepared by Sandra Ocon, Senior Management Analyst II, Administrative Services Bureau.

MP:SM:sjo

Attachment

BOARD OF FIRE COMMISSIONERS

GENETHIA HUDLEY-HAYES
PRESIDENT

CASIMIRO U. TOLENTINO
VICE PRESIDENT

DIANA M. BONTÁ
ANDREW FRIEDMAN
JILL FURILLO

LETICIA GOMEZ
EXECUTIVE ASSISTANT

CITY OF LOS ANGELES

CALIFORNIA



ANTONIO R. VILLARAIGOSA
MAYOR

FIRE DEPARTMENT

MILLAGE PEAKS
FIRE CHIEF

200 NORTH MAIN STREET
LOS ANGELES, CA 90012

(213) 978-3800
FAX: (213) 978-3815

<http://www.lafd.org>

March 28, 2011

Honorable Antonio R. Villaraigosa
Mayor, City of Los Angeles
200 North Spring Street, Room 203
Los Angeles, California 90012

Dear Mayor Villaraigosa:

Los Angeles Fire Department Redeployment To Eliminate The Modified Coverage Plan
Creating Long-Term Structural Change And Budget Reduction

HISTORICAL OVERVIEW

In order to understand the scope of the proposed redeployment of Los Angeles Fire Department resources, it is necessary to place it within the historical context of the last few years.

In fiscal year 2008-2009, the Fire Department's budget was \$561 million. The daily field staffing was 1071. There were 101 Engine companies, 49 Light Forces, 89 Paramedic ambulances and 41 Basic Life Support (BLS) ambulances deployed each day. Field resources were supervised and administered by three Division Command Teams, 16 Battalion Command Teams and 16 Emergency Medical Service (EMS) Captains. These resources responded to over 300,000 incidents and transported over 194,000 patients to area hospitals.

In fiscal year 2009-2010, the Fire Department's budget was reduced to \$505 million. To meet \$39 million of the budget reduction, the Fire Department instituted the Modified Coverage Plan (MCP). This rotating deployment plan closed ten Engine companies, five Light Forces, one Battalion Command Team, three EMS Captains and nine BLS ambulances daily. The 87 members from these closed companies were used each day to fill vacant positions created by compensated time off (CTO¹). The Fire Department's daily staff was reduced to 984, an overall decrease of 8%. It was a reduction of 10% of the on duty Engines and Light Forces, 6.2% of the on duty Battalion Command Teams, 18.7% of the on duty EMS Captains and 22% of the on duty BLS ambulances.

¹ CTO or compensated time off includes all vacation, sick leave, injury on duty and all paid leaves.

In fiscal year 2010-2011 the Fire Department's budget was reduced to \$495 million. The Fire Department made several structural changes to reduce costs. These included converting two of the Hazardous Materials Squads from fully staffed to flex-staffing, reduction of 27 EMS Captain positions (9 per platoon) and the reduction of 28 sworn administrative positions. The administrative positions affected were:

- 1 Assistant Chief – Training Division
- 1 Battalion Chief – Quality Improvement
- 1 Captain II – Wildland Management unit
- 1 Captain II – Quality Assurance Unit
- 6 Captain I – Quality Assurance Unit
- 10 Fire Inspector I
- 2 Fire Inspector II

In August of 2010, the MCP was expanded to include a Division Command Team, 33% of the on duty Division Commanders and a second Battalion Command Team, 12.5% of the on duty Battalion Commanders.

January of 2011, in response to a projected budget shortfall, the Fire Department expanded MCP to 14 Engine companies and eight Light Forces. The Fire Department's daily staffing was reduced to 933, a decrease of 13.5% from full deployment.

Over the course of two fiscal years, the Fire Departments will have saved over \$110 million. With structural changes and MCP, daily deployment of fire resources (see Figure 1) has been reduced by 14.6%.

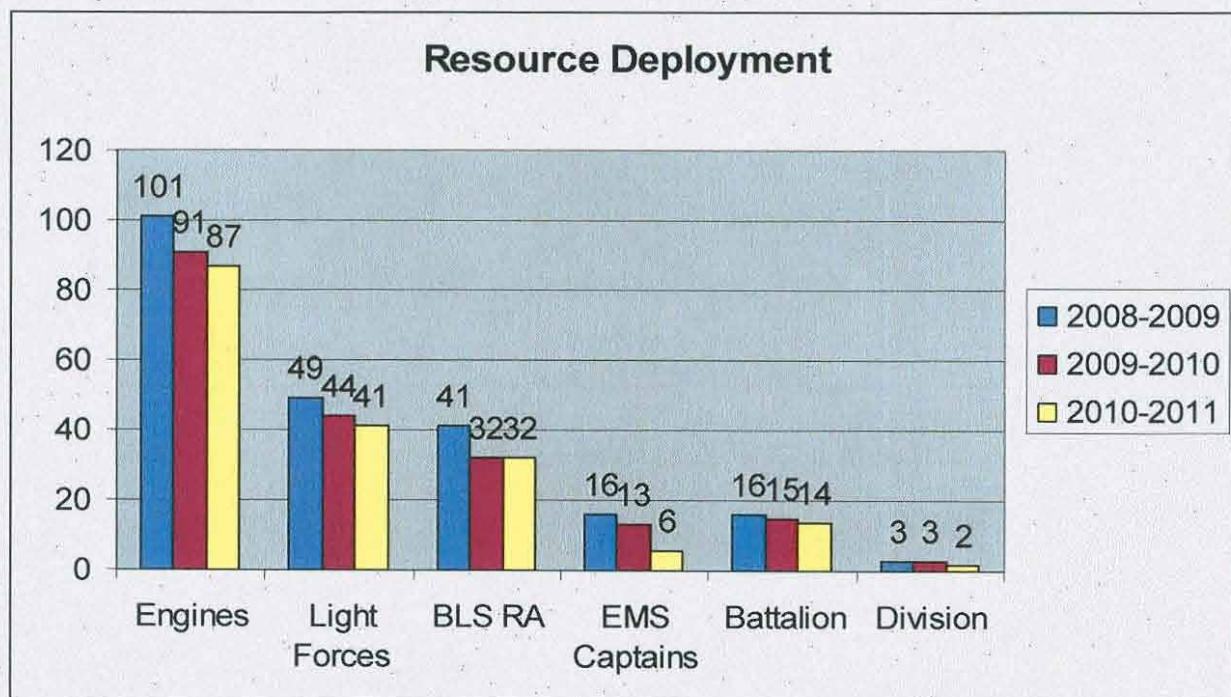


Figure 1

The current expanded MCP is allowing the Fire Department to close its budget deficit by deploying 22 less fire companies and six less ambulances per day. This plan uses the 122 personnel daily from these closed resources and moves them around to various work locations to offset CTO. On a daily basis, 122 of the 933 daily-deployed personnel, about 13%, are working in unfamiliar fire stations, on unfamiliar apparatus, with an unfamiliar crew or officer. The constantly shifting deployment of the MCP erodes company unity and company training, and has a detrimental affect on safety during emergency operations.

A critical fact is that with 14.6% fewer fire companies deployed each day, there are fewer companies to cover districts left vacant by large-scale incidents or high levels of incident activity. The Fire Department has a reduction in surge capacity and depth of coverage. The reduced depth of coverage also leaves few companies available to cover for fire companies out of service for training. Because of this, there is little opportunity to bring companies to the Fire Department's training facility for human relations, work environment, fire suppression or emergency operations training.

To summarize, over the last three fiscal years the Fire Department has made substantial structural reductions in daily deployment. The Fire Department has closed nine EMS district offices, flex-staffed two Hazardous Materials Squads, discontinued staffing for three variable staffed BLS ambulances and left vacant 28 sworn administrative positions. Daily, the LAFD closes 22 fire companies, six Basic Life Support ambulances, two Battalion Command Teams and one Division Command Team, and utilizes these personnel to fill vacant positions. These reassignments and closures account for over 400 sworn positions. This fiscal year, the MCP will cut over \$48 million from the Fire Department budget.

Civilian Staffing Shortages

To this point, this report has focused only on the sworn staffing of the Fire Department. The last three budget years have also had a profound impact on civilian staffing. With the City wide hiring freeze and the Early Retirement Incentive Program (ERIP) many of the Fire Department's civilian positions have been left vacant. The 308 civilian positions (see Figure 2) that are currently filled are 130 fewer than 2008/2009 authorized staffing levels, a reduction of 30%. The weekly furloughs have reduced hours by an additional 10%.

There has been a tremendous focus on downsizing, consolidating of existing staff, contracting out, and revenue enhancements. However, the Fire Department continues to have a very lean civilian staff which accounts for approximately 9% of total authorities and 4% of the total budget. These civilian positions provide critical support functions that keep apparatus operational, generate revenue collection, process grants, maintain the 911 system, provide IT support and support the administration of the Fire Department.

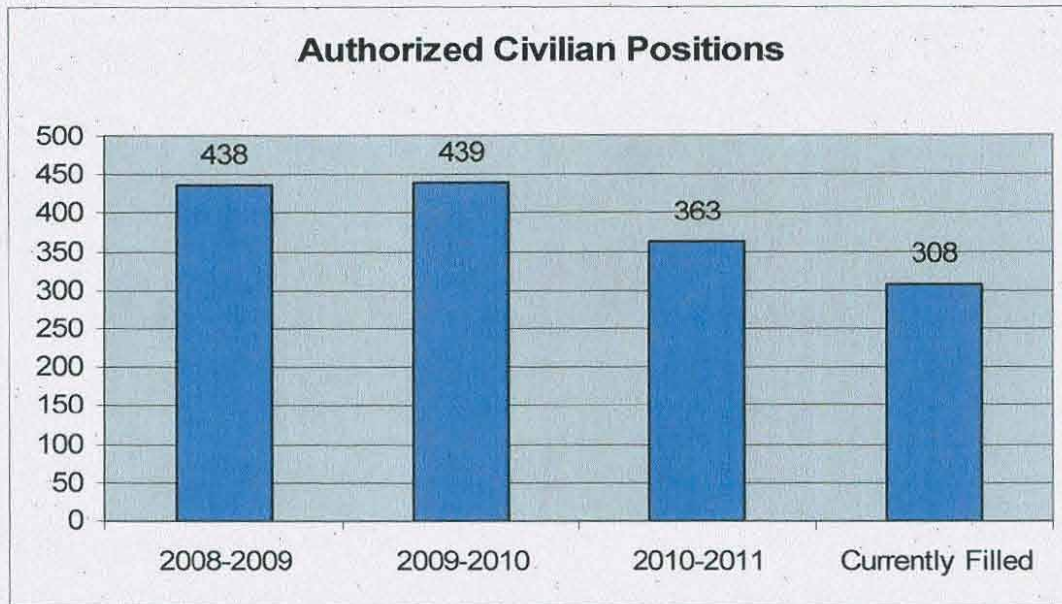


Figure 2

The Fire Department's civilian staff will collect the \$141 million in revenue that was included in the 2010/2011 City budget. Despite staffing reductions, staff has managed to increase Fire Department revenue (see Figure 3) over the last 3 years. Further civilian staffing reductions or furloughs would impact the Fire Department's ability to meet revenue targets.

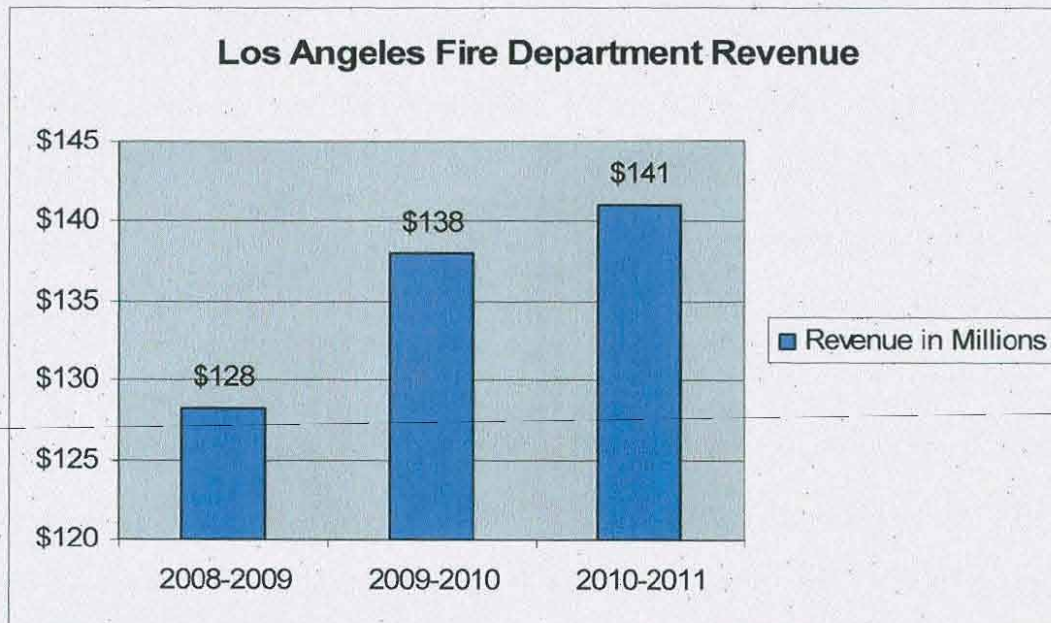


Figure 3

Staffing reductions and shortages affect every area of our civilian workforce. The Fire Department's civilians manage the most complex budget in the City, with 10 salary accounts, 13 expense accounts, numerous special funds, grants and special reimbursements. The Sworn payroll is extremely complex due to the staffing of over 100 Fire Stations, Platoon Duty vs. Special Duty, three sworn overtime accounts and approximately 80 bonuses.

The Fire Department's fleet consists of over 1100 vehicles, a highly diversified mixture of sedans, ambulances, fire engines and complex specialized custom designed apparatus with a replacement value of approximately \$148 million. The budget reductions of the last two fiscal years have eliminated replacement apparatus purchases. It is projected that there will be no heavy apparatus purchased in next fiscal year's budget. This growing gap in replacement cycles is increasing the average age of the fleet.

Our Fleet Maintenance Section, whose purpose is the efficient, timely and cost effective repair of the Fire Department's fleet of emergency and non-emergency vehicles and non-vehicle equipment has been reduced due to ERIP. The Fire Department currently has vacancies at all vehicle maintenance facilities. With staffing shortages and furloughs of Fire Department civilian mechanics, it is becoming problematic keeping emergency response vehicles in service. There are not enough staff hours available to complete all of the required repairs and maintenance. An older fleet and fewer mechanics will decrease emergency apparatus availability, vehicle safety and vehicle reliability.

PLAN DEVELOPMENT

Los Angeles is experiencing some of the most significant budgetary challenges in recent history. As part of the larger City family, the Los Angeles Fire Department has been tasked with developing new methods and strategies to more efficiently deploy its personnel and resources. Over the last twenty years, the need for specific resources has evolved to the point that current deployment configurations do not necessarily match well with public service needs. While current configurations have served the Fire Department and the public well, the data points to the fact that modification to resource deployment can be made to derive greater efficiencies. It is against this background that the Fire Department has developed the Deployment Plan.

The intent of this Deployment Plan is to allow the Fire Department to operate within budget while minimizing the impact that company closures and service reductions have on public safety, firefighter safety and service delivery. Use of the Computer Aided Dispatch Analysis (CAD Analysis) and Apparatus Deployment Analysis Module (ADAM) software has allowed us to analyze the Deployment Plan using the 2007 through 2010 LAFD dispatch data. It should be recognized that ADAM does not fully take into account the incident potential of the City.

This potential includes:

- Over 4 million residents
- The urban/wildland interface of the mountain ranges that cut through the core of the City and surround the Valley
- 790 plus high rise buildings
- Major sports venues
- Universities and colleges
- The Port of Los Angeles with container, passenger and bulk liquid terminals
- Los Angeles International Airport
- Major earthquake fault zones
- The Los Angeles River and connected flood control system
- Homeland Security concerns
- 179 diverse and unique neighborhoods
- Complex, growing Mass Transit System

In developing this Deployment Plan, assumptions were made regarding steady annual increases in:

- The number of calls for service (incidents) that the Fire Department receives
- The number of resources that are dispatched to incidents (responses)
- The complexity of the incidents to which this Fire Department responds

The Fire Department is utilizing the following guidelines to review the current deployment model and develop a new Deployment Plan:

- National Fire Protection Agency (NFPA) Standards
- LAFD Maximum Resource Commitment Plan
- LAFD Automatic/Mutual Aid Agreements
- LAFD Fire Code – Division 9 – Maximum Response Distances
- National Incident Management System

The objective of the Fire Department's plan is to generate the required budgetary savings while:

- Minimizing the impact on public safety, firefighter safety and service delivery
- Maintaining staffing levels consistent with NFPA 1710 recommendations
- Maintaining NFPA response time guidelines as a goal
- Maintaining an organizational structure that meets the public safety needs
- Reducing workload on resources in districts that exceed workload guidelines
- Providing for surge capacity to meet expected and exigent needs
- Maintaining staffing of critical civilian support functions

The Fire Department's expectations of the Deployment Plan include:

- Minimal increase in response times with regard to all emergencies, medical and fire, for the first resource on scene
- That there will be a City-wide, district by district, minimum staffing threshold
- That it will provide the process and ability to augment staffing levels based on vulnerability and risk

The Deployment Plan recognizes fire service trends and moves toward a deployment model that more accurately reflects the percentages of EMS related calls for service. This deployment maintains adequate suppression capability while enhancing the Fire Departments EMS response and transport capacity. As the Fire Department moves into the future, there will be an increasing need for versatility in both resources and personnel.

The chart below (see Figure 4) displays the steady increase in incidents that the Fire Department has responded to over the last 10 years. It shows that the increase has been in the number of EMS incidents and the number of transports. Fires and other non-EMS incidents have leveled off as a result of the Department's fire prevention and public safety education efforts as well as advances in the Fire Code and building construction.

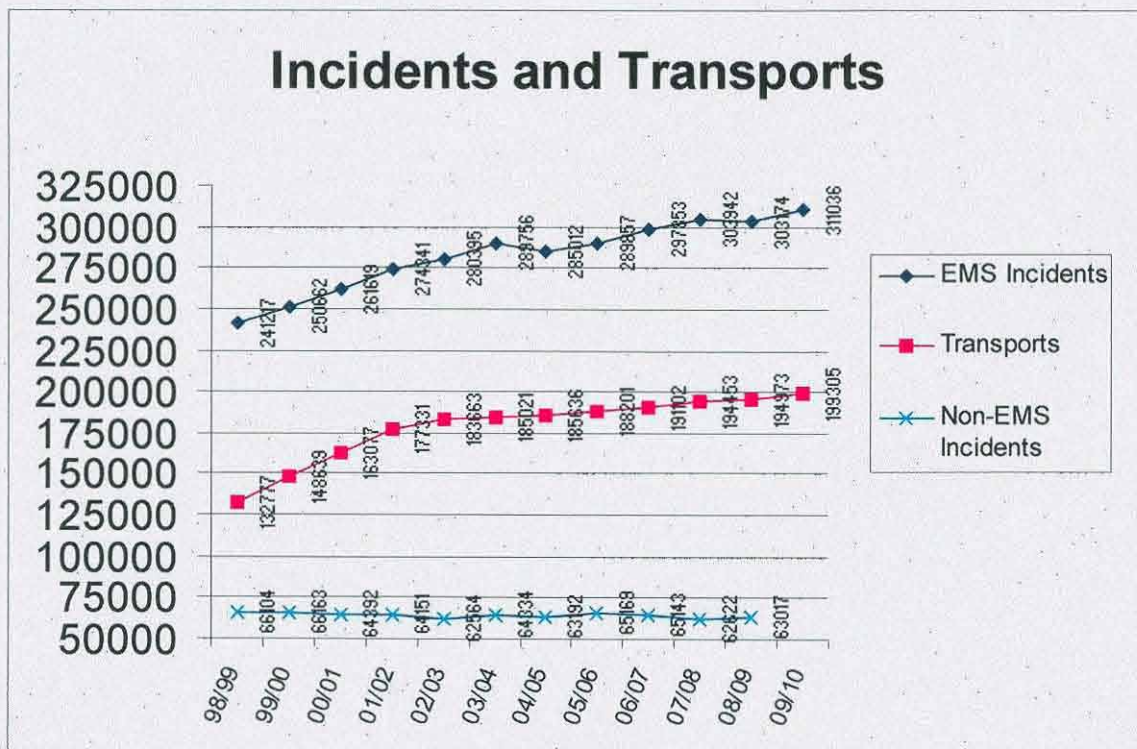


Figure 4

The Fire Department is currently responding to an average of 1021 emergency incidents each day. The chart below (see Figure 5) gives a breakdown of those incidents by type. 83% of the Fire Department daily incidents are EMS. The proposed Deployment Plan focuses response capability on these incidents while maintaining the ability to respond rapidly to all other hazard types.

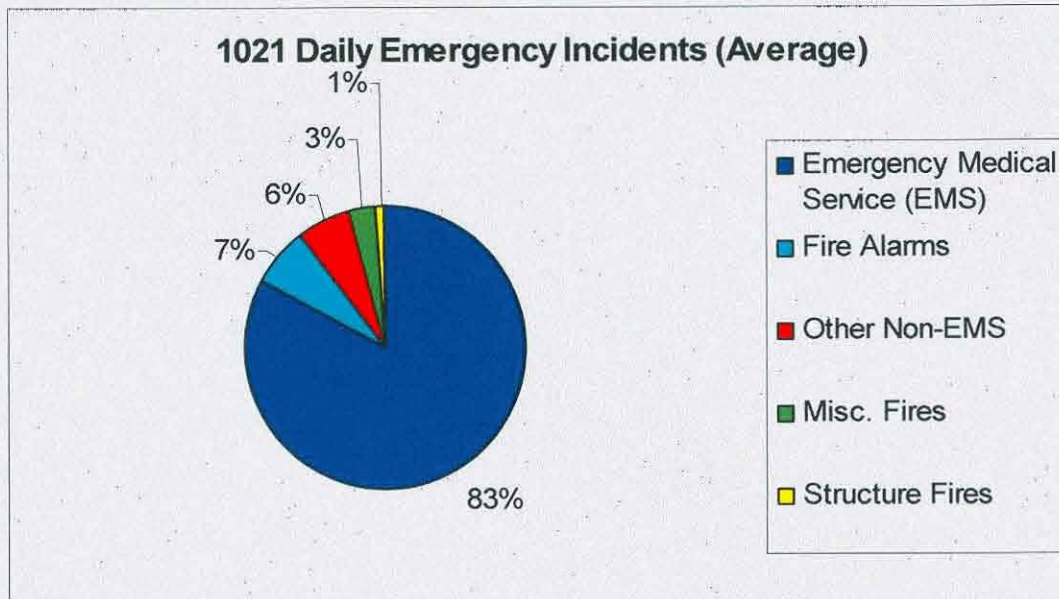


Figure 5

For the period 2007 to 2010, when the Fire Department was at full deployment of 49 light forces, 101 engines and 127 ambulances, response times were (see Table 1):

Table 1

EMS	Goal	Performance
1 st Resource	< 5 minutes	78%, Avg 4:55
1 st Paramedic	< 8 minutes	91%, Avg 5:26
1 st Transport	< 9 minutes	94%, Avg 5:44
Structure Fires		
1 st Resource	< 5 minutes	91%, Avg 4:08
1 st Light Force	< 9 minutes	95%, Avg 5:20

Response goals are standards set by the National Fire Protection Administration. For EMS incidents, these goals represent the four to six minutes within which cardio pulmonary resuscitation needs to begin. For structure fires, the goals are related to the time/temperature curve and how long it takes for a fire to totally engulf an entire room.

On average, 83% or 847 of the 1021 daily incidents are Emergency Medical Service incidents. A more detailed look, in the next chart (see Figure 6), at the EMS Incidents that the Fire Department responds to each day reveals that the majority, 63%, are dispatched as Advanced Life Support (ALS) Incidents. These incidents require the dispatch of a paramedic resource.

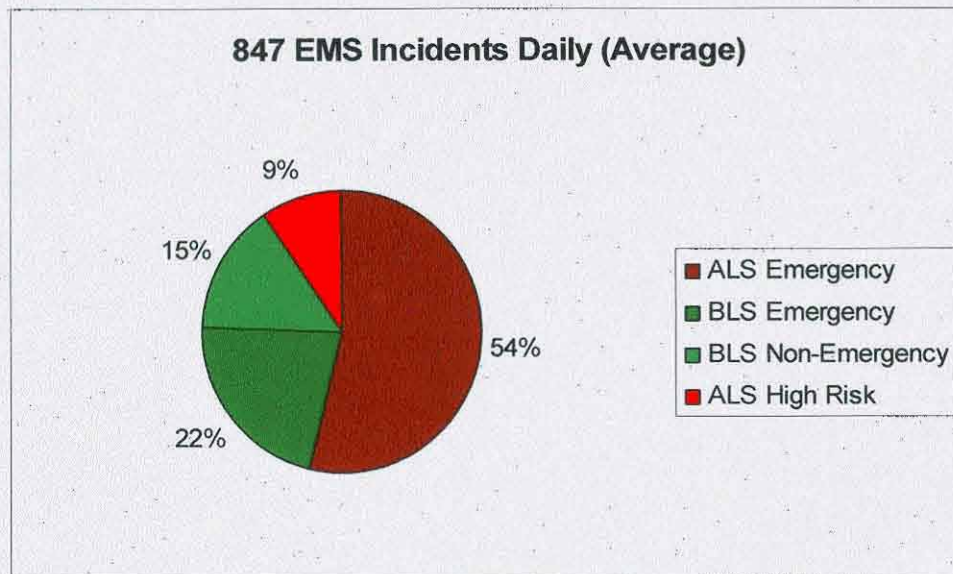


Figure 6

Of these 847 EMS Incidents, 540 result in the patient being transported to an area hospital. The chart below (see Figure 7) shows a breakdown of transport by type of EMS Incident dispatched. It shows that incidents that are dispatched as ALS have the highest rate of transport. However, Fire Department data from patient care records seems to indicate that the majority of all transported patients meet BLS criteria and can be transported by BLS ambulances. This year, the Fire Department began deployment of notebook computers to capture electronic patient care records. All field companies will be utilizing these notebooks by the end of this fiscal year. The ability to capture in real-time all patient care and disposition data will allow the Fire Department to further tailor dispatch algorithms and the ratio of ALS and BLS ambulances. The goal is to send the correct type and number of resources to each incident that will provide the appropriate patient care and transport.

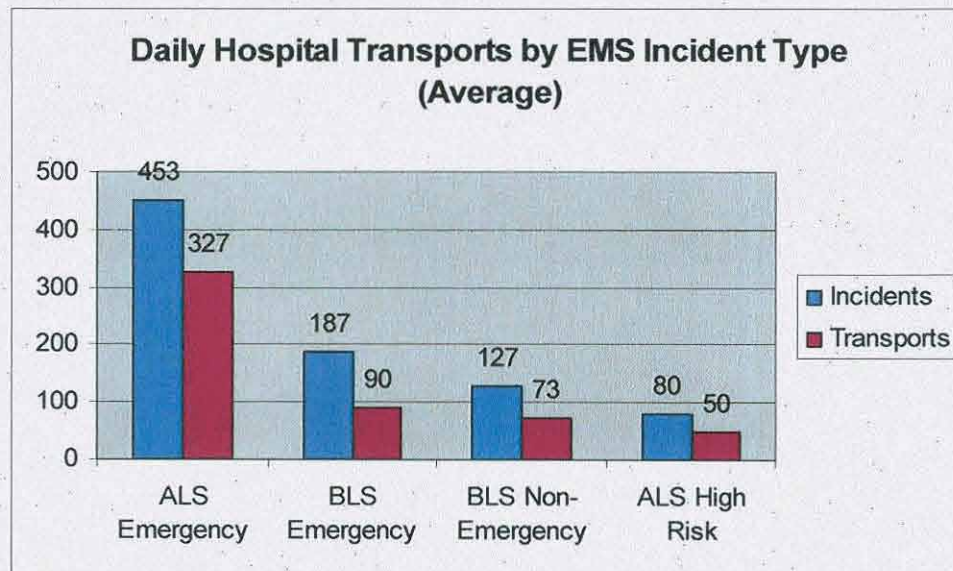


Figure 7

As the Fire Department adapts to meet budgetary constraints and to focus on the EMS call load, the way in which resources are deployed must evolve. The Fire Department must have a more dynamic and flexible model that can respond to daily, weekly and seasonal peaks in activity. The Fire Department must have the ability to flex the type of response unit to meet the needs of the incidents. The Fire Department must have a process for providing surge capacity during high incident volume or catastrophic incidents. Finally, the Fire Department must accomplish all of this with an increasing demand for service and a shrinking budget. This Deployment Plan moves toward these goals.

Replacing the current rotating closures of the Modified Coverage Plan with the structural change of company closures stabilizes the Fire Department's deployment, provides greater consistency of Command and minimizes company continuity issues. Daily on duty staffing reductions will impact the Fire Department's multi-layered response structure as well as coverage depth and surge capacity for exigent needs. Each of these exposes the City to risk. On an average day, with average call volume, there will be little noticeable delays in responses or lack of coverage. However, if unexpected incident surges occur, the reduction in resources could result in delayed responses or gaps in coverage. The Deployment Plan seeks to provide methods for mitigating these impacts.

Deployment Plan

On November 29, 2010, Deccan International finished the installation and training for the Apparatus Deployment Analysis Module (ADAM) of the Computer Aided Dispatch Analyst (CAD Analyst) software. This software utilizes the Fire Department's dispatch data, from January 2007 to present, to model coverage based on response times, call frequency and incident types within each fire station district. Using this detailed analysis; resource deployment has been refined to identify the resource type and quantity necessary to handle the needs within each district. The Fire Department has utilized this software tool to model various deployment configurations to maximize effectiveness and public safety.

This Deployment Plan (The Plan) is submitted in response to the continuing and expanding budget reductions that the Fire Department faces. This Plan proposes the implementation of company closures, company redeployments, realignment of resources and augmentation of resources to create budgetary savings. Implementing this deployment will allow the Fire Department to realize **\$51 million in savings over 12 months**.

This Deployment Plan assigns a minimum of one fire company and one paramedic resource in each fire station district. The basic building blocks for this plan are the ambulance and engine company. This Deployment Plan shifts the Fire Department emergency response focus to match the makeup and distribution of emergency call load.

This Deployment Plan creates structural change within the Fire Department while bringing stability and continuity that is lacking with the rotating closures of MCP. The Deployment Plan closes companies to create a pool of 106 personnel daily that will be used to fill vacancies and offset overtime costs. Seven Light Forces and eleven Engines will be closed. Two Light Forces will be reassigned to different fire stations. Four BLS ambulances will be redeployed as Ready Reserve 600 series ambulances. During high incident activity, these 600 series ambulances can be placed into service to augment BLS transport capability. 10 additional fire companies will be redeployed as paramedic assessment resources. All fire stations will be realigned into two Divisions, each responsible for seven Battalions. This eliminates two Battalion offices and one Division office. 10 Staff Assistant (SA) positions daily, or 30 total positions, will be eliminated. The remaining two Division Staff Assistants and seven Battalion Staff Assistants will be redeployed as Emergency Incident Technicians (EIT). Both Division offices and seven of the Battalion offices will have Emergency Incident Technicians as part of the Command Teams. One EMS Captain will be added to bring the daily total to seven. These Captains will be realigned with the remaining seven Battalion Commanders. The EMS Captains will function as part of the Battalion Command Team, with primary responsibility of providing supervision and oversight of emergency medical service resources.

The change in daily deployment is detailed in the table below (see Table 2).

Table 2

Daily Resource Deployment			
Resource	Full Deployment	Deployment Plan	Change
Divisions	3	2	-1
Battalions	16	14	-2
Light Forces	49	42	-7
Engines	101	90	-11
Ambulances (Staffed)	127	123	-4
Ambulances (Ready Reserve)	16	24	+8
EMS Captains	6	7	+1
Staff Assistants	19	9 EITs*	-10
Paramedic Assessment Companies	62	72	+10

*Emergency Incident Technician

Realignment of Administration for Field Resources

The Deployment Plan has also looked at organizational changes to deliver a streamlined organizational structure. The additional factors used to assist in making the realignment determinations were:

- Span of Control
- Special Resources
- Special Hazards
- Inter-agency agreements

The Plan will close one Division office resulting in a North Division and South Division. Because of the complex and dynamic nature of the incidents to which the Division Commander responds, both Divisions will have an Emergency Incident Technician assigned. Each Division will supervise seven Battalions.

The Plan closes two Battalions and realigns remaining Battalion boundaries to include additional stations. This increases the span of control in seven of the remaining Battalions. Seven of the 14 Battalions will have Emergency Incident Technicians as part of the Battalion Command Team. These seven teams will continue the current Command Team model and provide for public and firefighter safety and accountability at emergency incidents. The seven Battalions were selected based on the complexity and frequency of incident within each area of the City. Selected Battalions include the Port of Los Angeles, Los Angeles International Airport and much of the urban/wildland interface within the City. The remaining seven Battalions will have an EMS Captain as part of the Command Team. The EMS Captain will assist with safety and accountability and provide a high level of medical expertise at emergency incidents. Their primary focus will remain the supervision and oversight of EMS resources.

It should be noted that there will be an operational impact on emergency operations as a result of the reduction of Emergency Incident Technicians and deploying half of the Battalion Chiefs without staff. Additional training and transition of currently performed workload will be undertaken in order to mitigate this impact to the extent possible.

Light Force Closures

Closure of a Light Force would include the complete removal, and in some case re-assignment of a six member Light Force. The recommendations are the result of extensive staff work that looked at the deployment of the Task Force concept relative to five areas:

- Call load - frequency and type
- Proximity of adjacent stations
- Response routes and special hazards
- Proximity of similar resources
- Inter-agency agreements

Engine Closures

The same methodology was used in determining which Engines would be recommended for closure as with the Light Force recommendations. Here again, when looking at the Task Force Deployment model and figuring in historic call load type and frequency, it became apparent which Engines in the Task Forces could be removed and/or re-assigned.

The table below (see table 3) shows the projected impact of the Plan on response times to EMS incidents and to structure fires. The ADAM software generated this information.

Table 3

EMS	Goal	Full Deployment	MCP	Deployment Plan
1 st Resource	< 5 mins	79%, Avg 4:55	76%, Avg 4:57	77%, Avg 4:57
1 st Paramedic	< 8 mins	91%, Avg 5:26	90%, Avg 5:30	93%, Avg 5:18*
1 st Transport	< 9 mins	95%, Avg 5:42	94%, Avg 5:47	94%, Avg 5:46
Structure Fire				
1 st Resource	< 5 mins	91%, Avg 4:08	89%, Avg 4:13	90%, Avg 4:11
1 st Light Force	< 9 mins	96%, Avg 5:20	94%, Avg 5:40	96%, Avg 5:31

* In order to focus the fire companies on the EMS Incident workload, 10 additional fire companies will have a paramedic/firefighter added. This will expand Paramedic Assessment resources (see Figure 8) from 62 to 72. This change will reduce the response time from dispatch to first paramedic on scene.

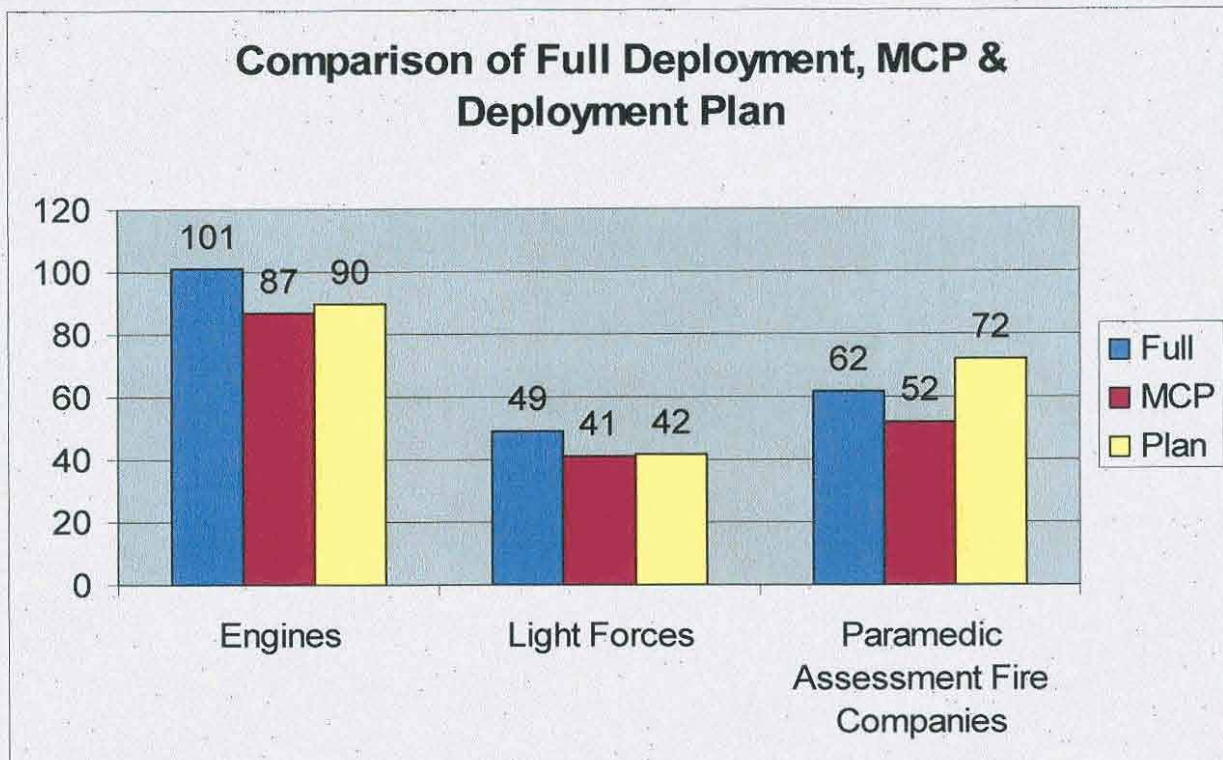


Figure 8

Ready Reserve 600 Series Ambulance

24 Fire Stations will be provided with an un-staffed BLS ambulance. At Fire Stations that house a Light Force, this will provide the flexibility to utilize the six members assigned to the Light Force to handle a wider variety of incident types. They can respond with all 6 members as a Light Force, with the aerial ladder truck and 200 series engine to structure fires, physical rescues and non-EMS type service incidents. Additionally, they can respond to EMS incident as a two member staffed BLS ambulance and/or a four member staffed 200 series engine. This staffing of Ready Reserve 600 series ambulances will only take place when the availability of ambulances within specific areas of the City falls to a critical threshold. The Fire Department will augment transportation capacity during these peak EMS incident levels, in targeted areas of the city, for clearly delineated periods of time.

Increase in Paramedic Resources

In order to augment the Fire Departments EMS capacity, 10 additional fire companies will be staffed as paramedic assessment companies. Adding these paramedic resources further reduces the on scene time for first paramedic on scene which will have a direct impact on public safety. The next chart (see Figure 9) shows the Fire Department's EMS resources within the Deployment Plan. The number of paramedic resources is increased by ten. The number of staffed BLS ambulances is reduced by five. The Plan will require, and includes, \$400,000 for purchase of new medical equipment for the 10 additional assessment resources.

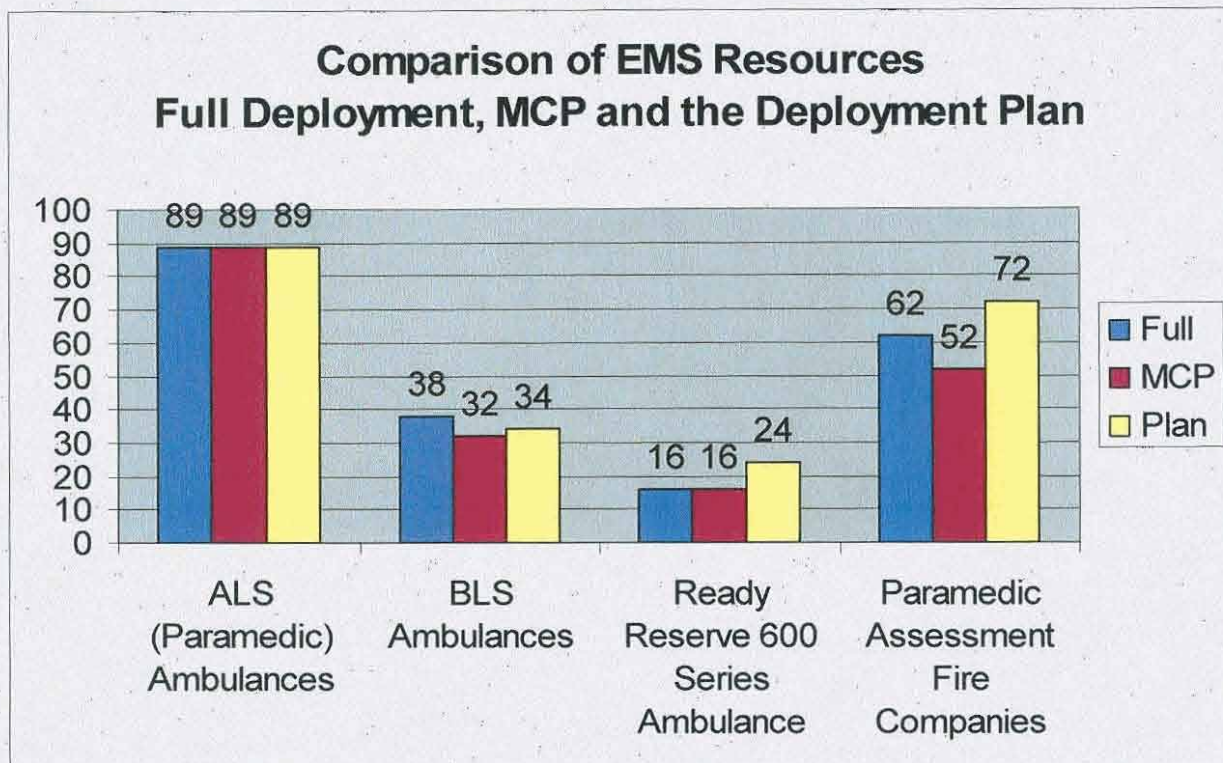


Figure 9

Utilizing Variable Staffing to Augment Daily Staffing Levels

The Deployment Plan calls for the closure of resources, which will result in fewer resources remaining to provide coverage for companies assigned to escalating or multiple incidents. Consequently, when there is a spike in overall number of incidents, there will be a greater chance that a fire station district could be left without coverage for a period of time. As a method of augmenting coverage and surge capacity, all of the closed Engines and the two closed Battalions and one closed Division will remain in their current assigned fire stations as "Ready Reserve" apparatus. These apparatus will have a full compliment of equipment and be available for staffing and deployment. The seven Trucks will be placed in reserve and used for relief service covering for apparatus out of service for repair. The Deployment Plan has a process to re-staff closed "Ready Reserve" apparatus to provide surge capacity.

The Fire Department has developed a set of trigger points at which Ready Reserve apparatus would be staffed. Staffing these additional resources will be accomplished utilizing variable staffing hours. This process will allow the Fire Department to pre-deploy companies, surge on-duty staffing and respond to a wide variety of exigent situations. \$3.1 million is included in the Plan for this purpose.

The following are trigger points that will be used for staffing Ready Reserve resources:

- Preplanned events
- Critical or Extreme Brush Index (BI)
- Companies Deployed Outside of the City
- Predicted Flash Flood Warning or Watch
- Extended emergency operations
- Homeland security concerns or National Security Threat
- Exigent circumstances requiring large commitments of resources
- Mandated training

Evaluation Process

The deployment of emergency resources is a dynamic process and as such, any changes made to that deployment have the potential for unintended consequences. Development of the Deployment Plan was done in a thoughtful and deliberative manner in order to mitigate negative impacts. The Fire Department will continue evaluation of company availability, responses times and district coverage following implementation of the Plan. Trends will be identified and areas that are under performing will be addressed. This continuous feedback loop of development, implementation and evaluation will allow the Fire Department to provide the highest level of public safety, firefighter safety and service delivery with the resources that it has been allotted. City leaders must consider that, once implemented, changes may need to be made to this Deployment Plan based upon the ongoing evaluation process. There needs to be support for the Fire Department as it makes those adjustments.

Fiscal Impact Statement

This Redeployment Plan proposal reduces 318 sworn authorities and impacts several sworn salary accounts. The salary savings/reductions are projected over the course of three fiscal years. Although the first fiscal year (FY 2011-12) is projected to save \$54.5 million, the success of this plan calls for some equipment modifications which are estimated to cost \$400,000 and the ability to provide additional staffing on overtime when necessary at a cost of \$3.1 million. Incorporating these additional costs revised the projected savings to \$51 million. However, it should be noted that this reduction is replacing the savings of the Modified Coverage Plan and this Redeployment Plan eliminates authorities, therefore the City will realize additional savings for benefits and pensions costs.

Sworn Salary Account 1012

The Fire Department's sworn salary Account 1012 is fully funded based on the Fiscal Year (FY) 2010-2011 Sworn Department Personnel Ordinance (DPO) which is 3,588. This includes funding in FY 2011-2012 for 61 sworn authorities that were not funded this year.

Honorable Antonio R. Villaraigosa

March 28, 2011

Page 17

Based on this account being fully funded as stated before, the structural proposed change of the elimination of 318 sworn positions would have to be achieved over the course of three fiscal years since LAFD will not have this many vacant sworn positions as of July 1, 2011. However, there are savings in this account over the course of three fiscal years from the deletion of actual authorities, eventually no longer having to fund the entire 318 authorities by FY 2013-2014.

By incorporating the monthly Deferred Retirement Option Program (DROP) exits over the course of three fiscal years, FY 2011-2012, FY 2012-2013, and FY 2013-2014, the department will completely eliminate 318 authorities by the third fiscal year.

The projected savings from the Deployment Plan over the course of three fiscal years is estimated at \$189 million in direct costs. There is an additional \$34 million in savings for pension and benefit costs over three fiscal years. The Fire Department's Plan provides long-term structural change and budgetary savings.

Constant Staffing Overtime Account 1093

Savings in this account will be achieved as follows: 1) through the placement of pool members similar to MCP and 2) complete elimination of Constant Staffing for positions deleted or vacant positions.

With the elimination of 318 sworn positions, the Fire Department will not need to hire a recruit class in the next fiscal year. There are 22 members scheduled to exit DROP this fiscal year. 129 members are scheduled to exit DROP in FY 2011-2012. There are 96 that will exit DROP in FY 2012-2013. It costs approximately \$20 million to hire and train 250 recruits in a fiscal year. This cost will be deferred until Department staffing levels decrease to a level that requires the hiring of new recruits.

Sincerely,



MILLAGE PEAKS
Fire Chief

LAFD RESOURCE DEPLOYMENT PLAN 3-YEAR VIEW FY 2011-2014

STRUCTURAL CHANGE REDUCES 318 SWORN MEMBERS OVER 3 YEARS

3,156 Field Authorities is Reduced by 318 to 2,841 (10% Reduction)

DIFFERENCE FROM SAVINGS ON MCP TO RESOURCE DEPLOYMENT PLAN

FISCAL YEAR	ESTIMATED SAVINGS	INCREMENTAL INCREASE
FY 2010-11	(41,000,000)	
FY 2011-12		(10,070,446)
FY 2012-13		(12,419,632)
FY 2013-14		(8,932,809)
		(31,422,887)

CUMULATIVE 3 YEAR TOTAL BASED ON 318 SWORN

FISCAL YEAR	SWORN POSITION DELETION	SALARY EST TOTAL	PENSION AND BENEFIT TOTAL	3 YEAR GRAND TOTAL
FY 2011-12*	(180)	(51,070,446)	(6,035,217)	(57,105,663)
FY 2012-13*	(108)	(63,490,078)	(12,139,015)	(75,629,093)
FY 2013-14*	(30)	(72,422,887)	(16,956,901)	(89,379,788)
3 YEAR TOTAL	(318)	(186,983,411)	(35,131,133)	(222,114,544)
% CHANGE OF FIELD AUTH	-10%			

ADJUSTMENTS*	FY2011-12	FY2012-13	FY2013-14
Salary Est Savings	(54,570,446)	(66,990,078)	(75,922,887)
OT Variable Staffing 1098 (60,000hrs)	3,100,000	3,100,000	3,100,000
Expense and Equip for Assessment Co	400,000	400,000	400,000
Adjusted Salary Savings Est	(51,070,446)	(63,490,078)	(72,422,887)

Estimates use Wages and Count Salaries for FY 2011-12. Salaries include 1012 (Sworn Sal), 1093 (Constant staffing) and 1090 (Bonus).

1. Resource Deployment results in structural changes by deletion of all sworn vacant positions during the fiscal year as they occur.
2. Vacant positions are estimated based on projected DROP and regular retirements for Sworn.
3. Pool is created until all members have filled vacant positions. Pool estimated to end Nov 2013.
4. There will be 947 Fixed Post Positions filled through constant staffing.